The mission of the Industrial Relations Center is “to study all aspects of the employment relationship through teaching, research, and outreach to the human resources and industrial relations community.” Research is clearly an integral part of our mission, and provides fresh knowledge that enriches scholarly understanding and creates a competitive advantage in human resources.

In addition to teaching classes each semester, our faculty are remarkably busy with their research. IRC faculty have published more than 525 articles in scholarly journals and other publications based on findings of their research, including 23 articles in 2006 alone. They have received well over 100 grants to help fund their research.

In 2006, our faculty made more than 45 conference presentations, and over the past decade have been invited to give more than 120 international presentations. The list of conferences at which our faculty members have presented reads like a travelogue: Turkey, Great Britain, China, Venezuela, South Korea, Israel, the Netherlands, Greece, Slovenia, Spain, Taiwan, Trinidad, New Zealand, Australia, Japan, Denmark, and Thailand. In addition, members of our IRC faculty currently serve on more than 22 editorial review boards, another measure of the stature of our faculty.

Research conducted at the IRC has helped organizations counsel, support and develop their employees, and has impacted how governments help citizens in their search for employment, how individuals can best manage their careers, and much more.

What does all this mean for our students? How does a research-active faculty contribute to the quality of education that students at the University of Minnesota receive? Research allows professors to distribute information that is at the cutting edge—information that is data-driven, rather than conjecture, or based on single-organization experiences.


continued on page 4
Greetings from the IRC!

The new fall semester is well underway and campus is buzzing with activity.

We were pleased to welcome 82 new MA-HRIR students and 3 new PhD students into our program this fall. Incoming students hail from 12 different states and 7 different countries, bringing with them a wide variety of work and educational experiences. An exciting year of learning awaits them, and we’re glad they’re here.

This new academic year also brings more growth to our faculty. Our program is enriched by the arrival of three new faculty members. I’m proud to introduce:

Associate Professor Joyce Bono joins us from the Psychology Department here at the University of Minnesota (see page 3 for more information); Assistant Professor Lisa Leslie joins us from the University of Maryland; and Assistant Professor Colleen Manchester joins us from Stanford University (both were introduced in our last issue of IRC News).

Our active Alumni Association worked hard over the summer planning important and engaging programming for our alumni and current students throughout the academic year. The IRCAA Mentorship Program kicked off in October with more than 45 mentor-mentee matches. The association has also hosted the first of three professional development workshops with a session on the challenges HR professionals face when moving from being an “HR partner” to an “HR player.”

While the fall is always a busy time for us, next spring holds several outstanding opportunities for engagement among our alumni, friends, recruiters, students, faculty and staff. Please mark your calendars for these exciting events:

- Our annual professional conference, HR Tomorrow, will be held on Friday, April 25, 2008, focusing on “The Business of HR: Creating Competitive Advantage through People.”
- The IRC is hosting the Fifth Innovative Teaching in HRIR Conference on Friday and Saturday, April 25-26, 2008, attracting HRIR faculty, doctoral students, instructors, consultants and other HR professionals.
- And, also on Friday, April 25, 2008, we will be hosting an IRC Retirement Dinner in honor of three of our long-time faculty members: John Fossum, Jim Scoville and Mahmood Zaidi, who together have more than 97 years of service to the Carlson School! We have created a fellowship fund in their honor, and hope you will consider contributing.

Two additional initiatives that we undertook this past year included an audit of our student recruiting strategy; several changes were made to our recruiting practices that I believe will help us attract and retain even more of the outstanding students we are known for. We also refined our fundraising strategies to more effectively solicit corporate and individual donors to help support the excellence of our programs.

As you may know, the University of Minnesota has established the goal of becoming one of the top three public research universities in the world within a decade. They are working toward meeting this goal by a sustained commitment to excellence, achievement and contribution to the public good. Each collegiate unit within the University is a part of this effort, and in this newsletter, we’ll outline how the IRC is contributing toward that goal through our outstanding research and public outreach. I welcome your comments.

Please keep in touch, and watch your mail and email for further information.

Connie Wanberg, PhD
Professor and Director
Industrial Relations Center
HRIR Student News

NAAAHR Scholarship Recipients
The Twin Cities chapter of the National Association of African Americans in Human Resources (NAAAHR) has awarded scholarships to three current students in the MA-HRIR program. Pictured from left are recipients Alvin Schexnider, Shanequa Jones Williams and Bruce Henderson. NAAAHR is committed to preparing HR professionals through education, workshops, information services, and support systems, and to continue supporting future leaders who are engaged in completing their education in this field of study.

SHRM Resume Review
The Carlson School Undergraduate chapter of the Society for Human Resources Management (SHRM) hosted a resume review session for undergraduate students. More than 200 students took advantage of local HR professionals’ expertise during the review session. Pictured above, some of the 25 recruiters representing 11 different companies provide advice and feedback on current students’ resumes.

Obituary
Marvin Dunnette, Professor of Psychology
Marvin Dunnette, retired University of Minnesota Professor of Psychology and the co-founder of global human resources consulting firm Personnel Decisions, Inc., died on September 18. Professor Dunnette was considered an icon in I-O Psychology and one of the pillars in what was known for many years as the Minnesota Tradition in applied psychology. Dunnette is remembered for his creative thinking and research, clarity of writing, iconoclastic critiques, and sense of humor. He was most proud of his contributions to the lives of his students, 62 of whom received doctorates of psychology under his mentorship. Services were held in late September.

Joyce Bono joins the IRC
The Industrial Relations Center is pleased to welcome Associate Professor Joyce Bono to the department. Bono joins the IRC from the University of Minnesota’s Psychology Department. She has an MS in Administration from the University of Notre Dame and a PhD in Business Administration/Organizational Behavior from the University of Iowa. She has published articles in the Journal of Applied Psychology, Applied Psychology, and elsewhere. Her expertise includes leadership, emotions and attitudes in organizations, and gender stereotypes in management. Her current research includes positive work relationships, differing expectations for male and female managers and worker health initiatives. She will be teaching in the staffing, training and development, and organizational behavior areas.

News from the Labor Education Service
Staff members of the Labor Education Service received a standing ovation from delegates at the October convention of the International Labor Communications Association, held in New Orleans, for the major role they played in conceiving and organizing the signature project of the conference. LES Director Howard KIng, a member of the ILCA Executive Council, teamed up with Barb Kucera, John See and Randy Croce to put more than 70 labor journalists on the streets of New Orleans. The journalists were formed into 17 groups, each assisted by liaisons from local union and community organizations, who provided people to interview and opportunities for visual documentation. The journalists and filmmakers collaborated to create articles and multimedia presentations that captured the issues behind the Hurricane Katrina tragedy and explained their meaning. Many articles, videos, photos and audio have been posted at www.neworleanslabormedia.org. While the New Orleans crowd was gone, 100 people attended the fall kickoff of the LES Labor and Community Film Series organized by Deborah Rosenstein. The event featured Maquilopolis, a powerful and unique film that brought American and Mexican-American filmmakers together with Tijuana factory workers and community organizers to tell the story of globalization through the eyes and voices of the workers themselves — overwhelmingly women — who have borne the costs but reaped few of the benefits.
Vice President for Research, describes some of the positive outcomes of a robust research environment. Research, according to Mulcahy,

- Lays the foundation for innovation
- Promotes critical and creative thinking
- Improves problem-solving skills
- Contributes to collaborative learning
- Intensifies student-faculty interactions
- Promotes intellectual independence and maturation
- Develops the ability to identify, access and analyze information
- Encourages confidence; builds character
- Enhances career competitiveness

Beyond its impact on our students’ educational experience, a vigorous research enterprise contributes to the greater good. Communities, individuals, and the broader HR discipline benefit when our faculty are Driven to Discovery.

There are many examples. Research by Associate Professor Michelle Duffy has examined the effects of social undermining in the workplace. Professor Mahmood Zaidi’s work has led to insight in global outsourcing and management education in transitional economies. Research by Professor Jim Scoville has led to insight into ethics in the human resources and industrial relations arena.

Research by Jason Shaw, Associate Professor, has helped organizations understand the effects of turnover on an organization’s performance. “There is very little research on the consequences of different levels of turnover,” he says. There are several different theories, according to Shaw. Some economic theory suggests turnover will hurt performance because it causes the loss of human capital—a vast store of knowledge and experience leaves with the employee. Psychologists often say that some turnover is good, because it “mixes things up” within an organization, and keeps that organization fresh. “In this perspective, some moderate level of turnover might actually improve performance,” says Shaw, “as long the turnover isn’t too high.” Sociologists have argued that the worst effects of turnover happen with the first turnovers—the most damage would be done in the beginning, and as the turnover rate gets higher, it makes less difference to the organization’s performance. “Depending on the industry,” Shaw says, “turnover might not have much of an impact.”

Shaw wanted to learn more about these assumptions, so he has been engaged in looking at different elements of this issue over the last ten years. One element of his research focused on the trucking and heavy manufacturing industries, and in those environments he found the most support for the sociologist’s view. “What mattered most to the organizations’ performance in this part of my research,” he said, “was the early turnover, the movement from no turnover to around 10%.” This, according to Shaw, is where the performance indicators of accident rates, productivity and inspection violations, were most affected.

In another study that looked at a segment of the restaurant industry, Shaw and his research colleagues examined what impact turnover had on the social networks within an upscale dinner-oriented restaurant chain. Data was collected using employee surveys, supervisor performance evaluations, turnover records and store sales records. Shaw’s team hypothesized that there would

“Theories and common perceptions are not always accurate, and in-depth research often shows us that things are actually different than conventional wisdom would suggest.”

—Associate Professor Jason Shaw
be a negative relationship between a store’s overall turnover rate and store performance— that as the turnover rate increased, the store’s performance would decrease. They also theorized that a higher turnover rate would translate into lower performance because of the disruption of the social networks caused when an employee left the restaurant. What they found was somewhat surprising: the decline in performance from those network disruptions were more noticeable when the turnover rates were low. This was attributed to the importance of the strong, connective networks that can be built by stable, long-term employees. Why is this important? “Theories and common perceptions are not always accurate,” Shaw said, “and in-depth research often shows us that things are actually different than conventional wisdom would suggest.”

Shaw’s research has been met with a good amount of enthusiasm, generating media coverage and scholarly reviews. In the December 2005 issue of Harvard Business Review, Senior Editor Gardiner Morse reviews Shaw’s restaurant chain study. Morse notes, “..this research emphasizes the importance and fragility of social capital in firms with stable staffing. In these businesses, where long-term employees build complex, gap-bridging networks, a few departures can have a disproportionate impact on the top line.” 1 In addition, other researchers around the country are undertaking extensions of Shaw’s research.

Theresa Glomb, Carlson Professor of HRIR in the IRC, studies employees’ mood and emotions at work, their job attitudes, and their job behaviors. One area of Glomb’s research has focused on specific types of affective— or emotionally significant— events in the workplace, including workplace aggression and sexual harassment.

In her research on workplace aggression, Glomb has studied employees’ experiences with aggressive behaviors including the events leading up to and the outcomes of these experiences. In her research on sexual harassment, one of Glomb’s projects looked at an area not previously explored: examining what leads up to, and what results from, employees being indirectly exposed to sexual harassment. This study measured the frequency of sexually harassing behaviors experienced by members of a woman’s work group and found that indirect exposure to sexual harassment has somewhat similar causes and results (job-related, psychological, and health outcomes) as does direct exposure to sexual harassment.

Another study that Glomb is undertaking, along with fellow IRC Associate Professor Joyce Bono, examines the effects of a simple stress reduction intervention on worker outcomes such as blood pressure, perceived stress, and job and personal outcomes. The study, titled the Worker Health Initiative, is funded by the Institute for Advanced Study at the University of Minnesota. “There is substantial research literature documenting the link between work stress and cardiovascular disease,” says Glomb. “For the most part, existing research links employee reports of work stress to a measure of cardiac health, such as a one-time blood pressure measure.” Their study will build on this existing research and has two primary aims: to investigate the effects of work stressors on employee health and well-being (both psychosomatic symptoms and physiological symptoms such as heart rate and blood pressure); and to examine the effectiveness of a positive reframing exercise on improving employees’ health and well-being. To prepare for this research, both Glomb and Bono wore blood pressure arm cuffs all day for a week. The cuffs took their blood pressure every half hour. They did this to learn more about how difficult it would be for their participants to participate in a study that required wearing a blood pressure cuff for extended periods of time.

“We expect that when employees experience routine workplace stressors,” Glomb explains, “they will experience a decrease in their health and well-being—more headaches, more muscle tension, and increased blood pressure, for example. In our research, Joyce and I are piloting an intervention—or coping strategy—where employees take a few minutes at the end of the day to reflect on a positive aspect of their work. We expect,” she says, “that when employees take a few minutes to focus on positive aspects of their work, they will experience more favorable health and wellbeing outcomes.”

Glomb is no stranger to doing research with employees; she has conducted research in over 20 companies and surveyed approximately 20,000 workers.

At the IRC, our faculty are studying important issues that directly impact the well-being of employees, organizations, and the communities in which they operate. We are pleased to be contributing to the University’s mission of “generating and preserving knowledge, understanding and creativity by conducting high-quality research, scholarship and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.”

1 “Research: A Report on Its Importance to the Academic Mission.” Presentation to the Board of Regents Educational Policy Committee by R. Timothy Mulcahy, Vice President for Research; February 8, 2007

Joyce Bono  
Associate Professor

Q. Do bosses make you sick?

A. When employees are criticized, overworked, or treated disrespectfully by customers, bosses, or coworkers during the workday, they have more headaches and muscle tension, and drink more alcohol at home in the evening, reports HRIR Associate Professor Joyce Bono and Ph.D. student Kristie Campana. To most workers, this is no surprise. What may be surprising, however, is that workers with supportive supervisors do not experience these health complaints. Supportive bosses buffered employees from the negative effects of work events. Even when negative work events did happen (such as conflict or criticism), workers with supportive bosses had better physical and psychosocial health in the evening, after work.

Lisa Leslie  
Assistant Professor

Q. What are the implications of increased ethnic diversity in organizations?

A. If current trends continue, by the year 2050 ethnic minorities will comprise about half of the U.S. population. Today's organizations face the challenge of managing an increasingly diverse workforce. Ethnic diversity has the potential to improve performance if individuals capitalize on the wide range of perspectives and knowledge present in diverse organizations, but may also negatively impact performance by causing interpersonal conflict. Assistant Professor Lisa Leslie has found that organizations can reap the benefits of increased diversity (increased innovation, improved performance), while avoiding the potential drawbacks (increased conflict, decreased performance), by creating a culture of cooperation. These findings provide means for organizations to create a competitive advantage through successful diversity management.

John Budd  
Professor

Q. Are labor unions still important?

A. Less than 15 percent of U.S. workers are represented by labor unions and it is therefore commonly believed that unions have outlived their usefulness. HRIR Professor John Budd and Ph.D. students Jonathan Booth and Kristen Munday, however, have found that nearly two-thirds of U.S. workers are represented by a union at some point in their working lives. Unions are frequently perceived as particularly irrelevant for younger workers, but this research also shows that half of all workers have been represented by a union by the time they are 25 years old. The reach of labor unions in today's labor market is significantly broader than is commonly believed.

Avner Ben-Ner  
Professor

Q. Are there differences in the way for-profit, nonprofit and local government-owned nursing homes treat residents?

A. On the basis of analysis of information collected by state agencies on Minnesota nursing homes, for-profit homes show a higher incidence of regulatory deficiencies, their residents receive more often antipsychotic medication unexplained by medical diagnoses, and their residents are less satisfied than nonprofit and local-government owned nursing homes. These are some of the conclusions from research conducted by Avner Ben-Ner and Ting Ren, HRIR professor and doctoral student, respectively, in a recent working paper titled "A Comparative Study of Structure and Performance in For-Profit, Nonprofit and Government Organizations: Evidence from Nursing Homes."

Colleen Manchester  
Assistant Professor

Q. How does employee development help a firm's bottom line?

A. By increasing a worker's attachment to the firm. Over 60 percent of private sector firms in the U.S. employing 50 or more workers provide financial support for continuing education through tuition reimbursement programs. Colleen Manchester has found that such programs substantially reduce employee turnover. She found that turnover rates at firms with tuition reimbursement are substantially less than at firms without a program; on average, these programs reduce turnover rates by approximately seven percentage points. In addition to increased retention rates, employee development opportunities likely influence recruiting outcomes and job performance.

A Sample of Recent Faculty Awards

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<tr>
<th>Name</th>
<th>Award/Recognition</th>
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<tr>
<td>Ben-Ner</td>
<td>Award for Innovation in Third Sector Research</td>
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<tr>
<td>Bono</td>
<td>Early Career Award, APA, Division 14</td>
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<tr>
<td>Budd</td>
<td>“Texty” Textbook Excellence Award</td>
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<tr>
<td>Duffy</td>
<td>Named “A Teacher that Made a Difference”</td>
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<tr>
<td>Fossum</td>
<td>Fulbright lecturer, Warsaw School of Economics</td>
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<tr>
<td>Glomb</td>
<td>CSOM Award for Excellence in Service</td>
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<tr>
<td>Shaw</td>
<td>Rep-at-Large, Academy of Mgmt, HR Division</td>
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<tr>
<td>Wanberg</td>
<td>Named Fellow, APA and SIOP</td>
</tr>
<tr>
<td>Zaidi</td>
<td>U of MN President’s Award for Outstanding Service</td>
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Alumni News
IRC Alumni Association Board of Directors—2007-2008

Members of the 2007-2008 IRC Alumni Association Board of Directors began the year by holding a strategic planning session. The Board directs a variety of activities throughout the year, including a series of Professional Development workshops; the IRCAA Mentorship Program; and the annual HR Tomorrow Conference. Pictured above in front row: Gregg Peterson, Karen Beaver, Robert Smith, Nikki Haker; in back row, Leander LeSure; Jaime Nelson; Susan Allen, Carla Zachman, Gwen Martin; Sue Mulken; and Ellen Kleiner. Pictured at left, from top: Deb Broberg and James Parker; and at right, from top: Renee Parratore and Michele Ramirez.

Alumni Updates

Linda Breed is beginning a 9-18 month assignment with Pfizer in Karlsruhe, Germany.

John Hauge, ’99 MA-IR, is a shareholder and member of the labor and employment law section at Briggs and Morgan. He focuses his practice in traditional labor, employment litigation, and employment advice and counsel.

Bob Holmes, ’08 MA-HRIR, recently accepted a senior compensation & benefits analyst position with ZLB Plasma in southeast Florida. ZLB Plasma collects, does research and development and manufactures plasma by-products serving as vaccines/therapies to help various conditions such as hemophilia and immune deficiencies. He also serves as a Board member with the WorldatWork local network affiliate in south Florida.

Wendy Radtke ’93, MA-IR, has moved to Shanghai, China with Honeywell as the vice president, ACS Asia Pacific HR Operations.

Michael Solender, ’83 MA-IR, is senior organization development consultant at Peter Rock Consulting in Charlotte, N.C.

Jeff Talley, ’83 MA-IR, joined Twin City Fan Companies, Ltd., as its vice president of employee resources. He also was elected to the Board of Directors of Nexus Treatment Center.

Glenn West, ’94 MA-IR, was recently appointed as state labor relations manager in the labor relations unit of the Oregon Department of Administrative Services-Human Resources Services Division.

Carla Zachman, ’04 MA-HRIR, has recently taken a human resources consultant position with the Oberon consulting firm.

HRIR Graduate Program Info Sessions

The IRC is hosting a series of free information sessions about the graduate programs offered; please pass the word!

• Tuesday, February 5, 2008
• Monday, March 24, 2008

All sessions are held from 6:00 to 7:00 p.m.

In addition, the IRC is also hosting a free math review session for the Graduate Record Exam (GRE) test on the following dates:

• Saturday, February 16, 2008
• Saturday, May 31, 2008

These review sessions are held from 9:00 a.m. to 12:00 noon.

For more information contact the HRIR program at 612-624-5704.

George Seltzer Distinguished Lecture Series

The 9th and final George Seltzer Distinguished Lecture will be given on Thursday, December 6 at 3:00 p.m. in the Carlson School of Management’s 3M Auditorium. The lecture, titled “Schools, Skills and Synapses,” will be given by Dr. James Heckman, Henry Schultz Distinguished Service Professor of Economics at the University of Chicago, and a Nobel Laureate in Economics.

A reception will follow the lecture in the Carlson School’s Atrium.

Fall 2007 IRC News
Upcoming Events

**HR Tomorrow Conference**
Friday, April 25, 2008
“The Business of HR: Creating Competitive Advantage through People”
7:30 a.m. to 5:00 p.m.
Carlson School of Management

**Fifth Innovative Teaching in Human Resources and Industrial Relations Conference**
Friday and Saturday, April 25-26, 2008
7:30 a.m. to 5:00 p.m.
Carlson School of Management

**IRC Retirement Dinner in Honor of Professors John Fossum, Jim Scoville and Mahmood Zaidi**
Friday, April 25, 2008
6:00 to 8:30 p.m.
Carlson School of Management

Look for invitations and more details for all events after the first of the year, or visit www irc.csom.umn.edu.